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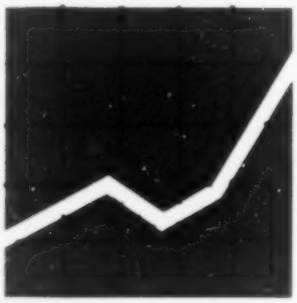

Colorado Business Review

BUSINESS RESEARCH DIVISION • GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF COLORADO

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by Warren K. Schilit

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Volume LIV, Number 10, October 1981

The Manager's Role in Strategic Planning

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Over the past 25 years, most of the large corporations in America have developed formal strategic planning systems to deal with the complexities of business in a turbulent environment. The purpose of this article is to demonstrate the value and widespread applicability of strategic planning in modern organizations and to describe the manager's role in the planning process. The focus will be broad enough to introduce the concepts and applications of planning to upper-, middle-, and lower-level managers of both public and private organizations.

THE CONCEPT OF STRATEGIC PLANNING

Strategic planning, which is often used synonymously with terms such as long-range planning, comprehensive management planning, and integrated planning, can be described as follows:

1. *It is a systematic and organized process.* The process links the formulation of goals or objectives[1] with the formulation of strategies with the implementation of strategies. Part of the planning process can be thought of as an end-means-end chain, where subobjectives are sought as an intermediate step in the ultimate attainment of organizational goals. The end-means-end chain is illustrated below:

End → Means → End

Subobjective → Strategy → Objective

New Product Development → R & D Emphasis → Long Term Profitability

2. *It focuses on past, present, and future events.* A basic set of activities associated with the strategic planning process is the examination of (1) the current situation of an organization, (2) the events that led up to the current situation, and (3) the future or desired state of the organization. The planning effort is concerned with selecting strategies to close the gap between the current and desired states of the organization. The planning effort is also concerned with identifying the past, present, and future opportunities and threats that face the organization. An ideal strategy makes use of those opportunities while it avoids those threats that face the organization.

3. *It is a dynamic, flexible process.* Although the planning process often culminates in a formal written plan for the organization, strategic planning is not an activity to be undertaken once or twice a year. It is

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a continuous activity that requires revision, constant feedback, and contingency planning.

4. *It is a philosophy that managers incorporate into their daily activities.* Planning should not be viewed as a distinct managerial function, but as an intellectual process that is a basic part of all management activity. Thus, strategic planning is concerned with management development, compensation, staffing, controlling, budgeting, placement, and performance appraisal.

ACTIVITIES ASSOCIATED WITH STRATEGIC PLANNING

As suggested previously, strategic planning is concerned with a wide range of management functions. The following managerial activities are associated with strategic planning:

1. Establishing organizational philosophy—beliefs, guidelines, and attitudes associated with the mission or scope of activities of the organization.
2. Establishing objectives and subobjectives for divisions, units, and the organization as a whole.
3. Establishing strategies to achieve the objectives.
4. Establishing criteria in which to evaluate the success of the organization.
5. Monitoring the progress of the organization.
6. Developing the hierarchical structure or design of the organization and delineating the responsibilities of the work force.
7. Providing the necessary physical, financial, and human resources to facilitate goal attainment.
8. Providing feedback to relevant evaluators of the organization as to the extent to which the organization is achieving its goals.
9. Providing control information, i.e., redirecting employee efforts to ensure attainment of goals, adapt goals to existing resources of organizations, etc.
10. Motivating the work force to achieve its desired objectives.
11. Developing new and existing managers.

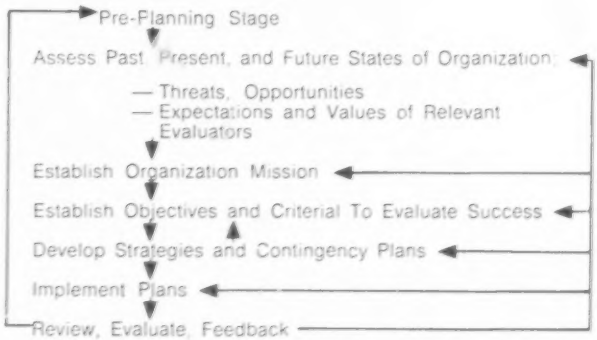
IMPORTANCE OF STRATEGIC PLANNING

A strategic planning system provides several benefits to an organization. Among these are:

1. It clarifies the expectations and responsibilities of members of the organization.
2. It may promote higher levels of performance by directing individuals and groups toward attainment of goals.
3. It may enhance the morale of individuals by reducing the likelihood of role conflict and role ambiguity.
4. It stimulates new ideas.
5. It brings important issues to the attention of top-level management.
6. It provides managers with better decision making skills.
7. It provides a basis for evaluating the success of individuals, groups, and the organization.
8. It enables managers to better utilize their physical, financial, and human resources.
9. It simulates the future in an organized fashion.
10. It enables managers to develop appropriate priorities for dealing with concerns.
11. It enables managers to better exercise their routine functions.
12. It provides a means for developing managers.
13. It opens up channels of communication.

THE STRATEGIC PLANNING PROCESS

The basic features of the strategic planning process can be incorporated into a simplified cyclical model that can be applied to most organizational types. The model is illustrated below:


Pre-Planning Stage
Assess Past, Present, and Future States of Organization:
— Threats, Opportunities
— Expectations and Values of Relevant Evaluators
Establish Organization Mission
Establish Objectives and Criterial To Evaluate Success
Develop Strategies and Contingency Plans
Implement Plans
Review, Evaluate, Feedback

The first step in the model, which is often overlooked in planning efforts, is the pre-planning stage. Prior to undertaking a long-range planning program, all parties involved should agree on the purpose of the plan and the manner in which their performance will be evaluated. By clarifying the expectations and purposes of planning, managers are likely to minimize the resistance to the planning effort.

The next step is to assess the past, present, and future states of the organization. This includes (1) an appraisal of the strengths and weaknesses of the organization in terms of resources, market share, technical and managerial expertise, etc., and (2) an appraisal of the expectations and values of the internal and external evaluators of the organization. Internal evaluators include management and the full-time and part-time work force. External evaluators include customers, suppliers, creditors, stockholders, and society as a whole. Clearly, there are more external evaluators than internal evaluators in any organization. Therefore, in order for an organization to be effective, it must coordinate the expectations of its internal evaluators with those of its external evaluators.

After evaluating the past, present, and future states of the organization, the organization then establishes—or re-establishes—its mission. The mission is a statement of the purpose or the scope of operations of an organization. A mission can be either broad or precise and can be described either in functional or in physical terms. The distinction between a broad and a precise mission is based on the availability of resources that an organization possesses. Thus, a large corporation with a great amount of resources should describe its mission in broad terms, whereas a small corporation with few resources should describe its mission in precise terms. The distinction between a functional and a physical mission is based on the likelihood of product obsolescence. Thus, a high technology company should describe its mission in

functional terms, whereas a handmade pottery company should describe its mission in physical terms.

The next two steps in the process demonstrate the end-means-end chain in planning. This involves establishing objectives and subobjectives and developing strategies to achieve those objectives. Objectives are established for the long term, intermediate term, and short term. Areas of concern in establishing goals should include profitability, market share, finance, research and development, marketing, social responsibility, management development, productivity, etc. In addition to establishing objectives, managers should develop criteria with which to measure the success of the organization in attaining these objectives. For example, a suitable profitability goal might be to attain an ROI level of .16 by the end of 1981, .17 by the end of 1982, and .18 by the end of 1983. Objectives should be specific, moderately difficult, realistic, measurable over time, flexible, acceptable, understandable, and consistent with one another.

The next step in the planning process is the implementation of plans. Implementation is basically the utilization of an organization's resources in attempting to attain the specified goals. It is the function of managers to (1) identify the tasks that must be performed, (2) assign tasks to groups or individuals capable of carrying out the tasks, and (3) coordinate the activities among individuals and groups. In addition, managers must be cognizant of the motivational features associated with implementing plans. They must therefore develop the proper incentive systems and provide the necessary technical and managerial skills to motivate the members of the organization.

The "final" stage of the cyclical process is the review, evaluation, and feedback of results. The success of the organization should be assessed by its ability to meet the objectives described in the previous steps, based on the criteria established for these objectives. By evaluating performance based on an objective, the manager is able to provide feedback to a worker in a non-threatening manner. Furthermore, when a situation arises whereby a worker or group is unsuccessful in attaining an objective, the episode can be treated in a productive manner. Specifically, the manager should assume that there are three possible courses of action to take when goals are not reached:

1. The goal should be altered.
2. The strategy to attain the goal should be altered.
3. The resources to facilitate goal attainment should be altered.

Thus, the evaluation phase should be used to redirect an employee's efforts or to alter organizational conditions in order to facilitate future goal attainment, rather than to punish an employee for failing to reach an objective. By reviewing progress periodically, managers are better able to either ensure that plans go as expected or alter the plans to meet the capabilities of the organization. A flexible plan is therefore essential in ensuring success for an organization.

CONCLUSION

Although specific planning activities are often quite different at upper-, middle-, and lower-levels and in private and public organizations, this article has attempted to simplify the planning process for managers and to extract certain common features from the various levels and types of organizations. The model described above illustrates the value of strategic planning. The planning process attempts to answer the following questions:

1. Where are we?
2. Where do we want to go?
3. How do we know when we get there?
4. What happens if we don't get there?

As suggested, planning is not a distinct function, but rather is incorporated into all managerial activity. Managers must be able to address these four questions in order to perform their functions effectively and to improve the likelihood of success for the organization.

[1]The terms *goals* and *objectives* are used interchangeably throughout the article. Goals can be described as hoped-for results.

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COLORADO BUSINESS INDICATORS

(Figures in Thousands Unless Otherwise Indicated)

	June 1981	May 1981	June 1980	Percent Change June 1981 from May 1981	Percent Change June 1981 from June 1980
Total Civilian Labor Force (by place of residence)[a]	1,502.6	1,472.2	1,481.2	2.1	1.4
Unemployment	58.8	55.4	56.8	6.1	3.5
Unemployment Rate (percent)	3.9	3.8	3.8	—	—
Employment	1,443.8	1,416.8	1,424.4	1.9	1.4
Nonagricultural Wage and Salary	1,282.3	1,267.5	1,263.7	1.2	1.5
Agricultural	48.2	39.5	48.8	22.0	– 1.2
Self-employed, unpaid family, and domestics	113.3	109.8	111.9	3.2	1.3
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,270.1	1,252.9	1,262.0	1.4	0.6
Mining	37.6	36.3	35.2	3.6	6.8
Metallic Minerals	11.7	11.4	11.9	2.6	– 1.7
Bituminous Coal, Lignite, and Nonmetallic	5.9	5.6	6.1	5.4	– 3.3
Oil and Gas Extraction	20.0	19.4	17.1	3.1	17.0
Contract Construction	67.5	60.9	79.3	10.8	–14.9
Manufacturing	185.3	183.3	181.5	1.1	2.1
Lumber, Wood Products, and Furniture	7.8	7.6	7.3	2.6	6.9
Stone, Clay, Glass, and Concrete Products	11.3	11.2	11.5	0.9	– 1.7
Primary and Fabricated Metals	19.8	19.8	19.6	0.0	1.0
Machinery, Except Electrical	26.5	26.5	25.5	0.0	3.9
Electric and Electronic Equipment	14.9	14.8	15.6	0.7	– 4.5
Transportation Equipment	14.3	13.6	11.3	5.2	26.6
Other Durable Goods	26.5	26.1	26.5	1.5	0.0
Food and Kindred Products	23.9	24.0	24.4	– 0.4	– 2.1
Textiles and Apparel	3.9	3.8	3.6	2.6	8.3
Paper and Allied Products	2.2	2.1	2.2	4.8	0.0
Printing and Publishing	16.2	16.1	15.8	0.6	2.5
Chemicals and Allied Products	6.9	6.7	6.4	3.0	7.8
Other Nondurable Goods	11.2	11.1	11.8	0.9	– 5.1
Finance, Insurance, and Real Estate	79.3	78.5	76.8	1.0	3.3
Banking	19.8	19.6	19.4	1.0	2.1
Credit Agencies Other than Banks	12.6	12.6	12.0	0.0	5.0
Insurance Carriers, Agents, and Brokers	20.2	20.1	19.6	0.5	3.1
Real Estate and Combination Offices	21.0	20.6	20.9	1.9	0.5
Other Finance, Insurance, and Real Estate	5.7	5.6	5.0	1.8	14.0
Transportation and Public Utilities	83.4	82.2	80.0	1.5	4.3
Railroad Transportation	7.8	7.8	7.7	0.0	1.3
Trucking and Warehousing	17.2	16.6	16.4	3.6	4.9
Air Transportation	13.6	13.5	13.7	0.7	– 0.7
Other Transportation	6.6	6.6	6.2	0.0	6.5
Communications, Electric, Gas, and Sanitary Services	38.2	37.7	36.1	1.3	5.8
Trade	310.6	307.8	306.2	0.9	1.4
Wholesale Trade	76.6	76.3	74.4	0.4	3.0
Retail Trade	234.0	231.5	231.8	1.1	1.0
Services	264.2	257.1	257.1	2.8	2.8
Lodging and Combination Lodging/Eating Places	25.1	23.0	24.9	9.1	0.8
Personal Services	12.9	12.7	12.8	1.6	0.8
Business Services	47.2	46.4	45.3	1.7	4.2
Auto and Miscellaneous Repair Services	14.4	14.2	13.7	1.4	5.1
Amusements and Recreation	16.6	14.7	16.8	12.9	– 1.2
Health Services	66.5	65.8	65.0	1.1	2.3
Educational Services	9.0	9.6	9.4	– 6.3	– 4.3
Membership Organizations	21.0	20.7	21.3	1.5	– 1.4
Other Services	51.3	49.8	48.1	3.0	6.7
Government	242.3	246.8	245.9	– 1.8	– 1.5
Federal	52.2	51.3	55.0	1.8	– 5.1
State	53.5	59.7	53.5	–10.4	0.0
Local	136.6	135.8	137.4	0.6	– 0.6

	June 1981	May 1981	June 1980	Percent Change June 1981 from May 1981	Percent Change June 1981 from June 1980
Average Weekly Hours					
Construction	35.8	34.1	38.3	5.0	– 6.5
Manufacturing	39.6	39.6	39.8	0.0	– 0.5
Nondurable Goods	38.7	38.7	39.8	0.0	– 2.8
Durable Goods	40.1	40.1	39.9	0.0	0.5
Average Weekly Earnings ($)					
Construction	397.74	371.69	404.45	7.0	– 1.7
Manufacturing	321.55	320.76	298.50	0.3	7.7
Nondurable Goods	301.09	300.31	293.33	0.3	2.7
Durable Goods	333.23	332.83	302.84	0.1	10.0
Initial Unemployment Claims (000)	13.5	14.1	15.1	– 4.3	–10.6
Bankruptcies, All Types (number)	743	512	499	45.1	48.9
Total State Revenue ($000)	434,001	217,419	444,644	99.6	– 2.4
Total State Expenditures ($000)	380,537	290,926	387,434	30.8	– 1.8
Crude Oil Production (thous. bbls.)	2,318	2,595	2,496r	–10.7	– 7.1
Dry Gas Production (mil. cu. ft.)	10,267	15,712	9,957r	–34.7	3.1
Coal Production (thous. tons)	1,669.2	1,508.1	1,616.1r	10.7	3.3
New Oil and Gas Wells (number)	201	212	159	– 5.2	26.4
Natural Gas Used (bil. cu. ft.)	8.1	11.5	10.5	–29.6	–22.9
Electrical Power Sales (mil. kwh)					
Residential	490.4	443.8	418.1r	10.5	17.3
Nonresidential	975.7	984.3	969.9r	– 0.9	0.6
New Construction, 50 cities					
Residential Permits (number)	716	1,243r	983r	–42.4	–27.2
Residential Value ($000)	42,711	65,034r	69,483r	–34.3	–38.5
Nonresidential Permits (number)	124	96r	164r	29.2	–24.4
Nonresidential Value ($000)	54,639	62,662r	25,239r	–12.7	116.7
Highway Contractor Payments ($000)	8,737	9,787	16,488	–10.7	–47.0
Ordinary Life Insurance Sales ($000)	647,276	611,549	549,796r	5.8	17.7
Bank Deposits, 118 cities, 248 of 323 banks					
Total Deposits ($000,000)	12,470*	12,248r	11,470	1.8	8.7
Savings and Loan Net New Savings ($000)	–48,900	87,800	64,000r	—	—
National Park Visits—9 areas (000)	852.4	480.5	876.1	77.4	– 2.7
Motor Vehicle Title Applications (000)	85.0	109.2	77.4	–22.2	9.8
Highway Vehicle Traffic Counts at Border Stations (daily average)	n.r.	39,322	45,796	—	—
Air Passengers, Stapleton (000)[b]	2,078	1,894	1,803r	9.7	15.3
Air Freight and Air Express, Stapleton (thous. lbs.)	27,356	25,203	20,279	8.5	34.9
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	67.00	65.30	66.00	2.6	1.5
Lambs (per cwt)	61.80	64.40	65.10	– 4.0	– 5.1
Wheat (per bu.)	3.57	3.66	3.41	– 2.5	4.7
Corn (per bu.)	3.41	3.29	2.36	3.7	44.5
Potatoes (per cwt)	n.a.	7.60	n.a.	—	—
Wool (per lb.)	1.00	.91	.83r	9.9	20.5

NOTES: An asterisk (*) indicates preliminary data subject to revision.
Revised data are marked (r).
n.r.—not reported

[a]Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b]Includes scheduled airlines, commuter airlines, and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production, and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Marketing and Research Association, Inc.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic Counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS

(All Figures in Thousands)

	June 1981	May 1981	June 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh) ...	2,800	2,843	2,337
Constr. ($)—Res.	0	0	40
—Nonres. ...	0	155	0
Deposits ($)	45,463	44,511	38,835
(2 of 2 banks)			
ARVADA (1980 pop. 84,576)			
Electric Power (kwh) ...	25,564	25,263	25,825
Constr. ($)—Res.	996	1,918	2,070
—Nonres. ...	166	12	505
Deposits ($)	78,508	76,899	73,390
(3 of 6 banks)			
ASPEN (1980 pop. 3,678)			
Electric Power (kwh) ...	2,048	3,771	3,577
Constr. ($)—Res.	529	266	0
—Nonres. ...	0	0	292
Deposits ($)	38,753	38,852	36,296
(1 of 3 banks)			
AURORA (1980 pop. 158,588)			
Electric Power (kwh) ...	70,685	69,015	67,616
Constr. ($)—Res.	6,741	28,857	3,679
—Nonres. ...	3,534	289	1,964
Deposits ($)	127,606	125,864	106,642
(4 of 10 banks)			
BOULDER (1980 pop. 76,685)			
Electric Power (kwh) ...	49,398	47,775	45,547
Constr. ($)—Res.	1,747	2,898	3,000
—Nonres. ...	2,627	1,533	2,462
Deposits ($)	413,640	419,834	383,819
(7 of 8 banks)			
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh) ...	4,365	4,120	3,944
Constr. ($)—Res.	303	92	232
—Nonres. ...	0	0	0
Deposits ($)	50,698	49,334	44,483
(2 of 2 banks)			
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh) ...	9,441	9,162	8,726
Constr. ($)—Res.	299	320	601
—Nonres. ...	0	0	708
Deposits ($)	45,426	45,916	42,542
(2 of 2 banks)			
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh) ...	1,762	1,846	1,825
Deposits ($)	47,198	47,575	50,612
(2 of 2 banks)			
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh) ...	22,304	21,552	20,069
Constr. ($)—Res.	61	202	171
—Nonres. ...	70	0	90
Deposits ($)	88,069	87,676	78,804
(3 of 3 banks)			
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh) ...	157,078	150,232	142,628
Constr. ($)—Res.[b]	10,077	7,282	7,632
—Nonres. ...	10,541	6,708	11,860
Deposits ($)	804,930	785,926	769,113
(15 of 18 banks)			
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh) ...	26,598	16,871	19,714
Constr. ($)—Res.	0	40	25
—Nonres. ...	2,159	9,200	320
Deposits ($)	25,441	25,336	23,329
(1 of 1 bank)			
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh) ...	3,070	3,015	2,922
Constr. ($)—Res.	262	164	188
—Nonres. ...	127	0	57
Deposits ($)	50,662	48,162	48,607
(2 of 3 banks)			
CRAIG (1980 pop. 8,133)			
Electric Power (kwh) ...	4,518	4,492	4,368
Constr. ($)—Res.	43	117	152
—Nonres. ...	0	35	0
Deposits ($)	64,219	66,435	53,593
(2 of 2 banks)			
DENVER (1980 pop. 491,396)			
Electric Power (kwh) ...	314,890	302,048	311,966
Constr. ($)—Res.	3,208	7,187	25,014
—Nonres. ...	11,845	36,815	1,696
Deposits ($)	5,864,300	5,535,082r	5,222,630
(31 of 35 banks)			
DURANGO (1980 pop. 11,426)			
Electric Power (kwh) ...	5,772	5,578	5,509
Constr. ($)—Res.	49	0	198
—Nonres. ...	191	0	1,053
Deposits ($)	106,397	101,112	90,964
(3 of 3 banks)			
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh) ...	19,124	18,720	18,203
Constr. ($)—Res.	91	160	42
—Nonres. ...	11	1,008	233
Deposits ($)	315,791	317,645	274,574
(5 of 8 banks)			
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh) ...	4,329	3,604	4,494
Constr. ($)—Res.	80	202	213
—Nonres. ...	68	87	69
Deposits ($)	33,751	30,609	30,287
(2 of 2 banks)			
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh) ...	33,929	36,029	32,503
Constr. ($)—Res.	1,280	2,571	4,853
—Nonres. ...	636	1,455	0
Deposits ($)	345,019	347,502	321,148
(8 of 8 banks)			
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh) ...	6,652	6,295	6,569
Constr. ($)—Res.	55	52	40
—Nonres. ...	280	0	50
Deposits ($)	79,321	80,136	74,952
(2 of 2 banks)			
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh) ...	4,156	4,285	4,088
Constr. ($)—Res.	1,078	0	102
—Nonres. ...	0	0	13
Deposits ($)	94,372	92,698	84,582
(2 of 3 banks)			
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh) ...	5,616	5,655	5,462
Constr. ($)—Res.	328	247	627
—Nonres. ...	0	0	0
Deposits ($)	112,410	113,028	100,779
(2 of 3 banks)			
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh) ...	17,874	16,164	15,815
Constr. ($)—Res.	911	465	550
—Nonres. ...	7,557	1,446	421
Deposits ($)	329,186	321,867	282,747
(5 of 5 banks)			
GREELEY (1980 pop. 53,006)			
Electric Power (kwh) ...	21,132	20,743	21,104
Constr. ($)—Res.	490	336	880
—Nonres. ...	386	48	1,248
Deposits ($)	353,367	350,773	351,553
(7 of 8 banks)			
GUNNISON (1980 pop 5,785)			
Electric Power (kwh) ...	2,916	3,188	2,843
Constr. ($)—Res.	66	124	0
—Nonres. ...	0	0	0
Deposits ($)	39,429	38,604	35,863
(2 of 2 banks)			
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh) ...	5,436	4,448	4,637
Constr. ($)—Res.	160	73	29
—Nonres. ...	0	1,358	0
Deposits ($)	42,088	40,764	38,095
(2 of 2 banks)			

Business Research Division
Graduate School
of Business Administration
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LOCAL BUSINESS CONDITIONS—Continued

	June 1981	May 1981	June 1980
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh) ...	49,067	48,776	49,004
Constr. ($)—Res.	5,778	4,046	9,121
—Nonres. ...	7,933	251	33
Deposits ($) ..... (6 of 8 banks)	230,631*	368,874	348,495
LAMAR (1980 pop. 7,713)			
Electric Power (kwh) ...	5,921	8,409	6,185
Constr. ($)—Res.	30	52	32
—Nonres. ...	116	50	25
Deposits ($) ..... (2 of 2 banks)	56,344	55,575	47,178
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh) ...	16,383	16,289	16,555
Constr. ($)—Res.	1,070	559	1,042
—Nonres. ...	128	0	80
Deposits ($) ..... (3 of 4 banks)	100,418*	104,659*	160,029
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh) ...	18,695	17,918	19,336
Constr. ($)—Res.	637	1,094	917
—Nonres. ...	0	154	76
Deposits ($) ..... (5 of 5 banks)	159,317	158,807	148,973
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh) ...	15,098	15,976	15,258
Constr. ($)—Res.	559	681	653
—Nonres. ...	955	50	44
Deposits ($) ..... (4 of 4 banks)	115,645	117,709	117,371
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh) ...	1,350	1,942	1,330
Deposits ($) ..... (1 of 1 bank)	10,544	10,136	10,376
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	57	1,397	133
—Nonres. ...	1,700	0	0
Deposits ($) ..... (2 of 3 banks)	83,554	85,029	72,599
NORTHGLENN (1980 pop. 29,847)			
Electric Power (kwh) ...	10,356	10,097	9,906
Constr. ($)—Res.	1,816	308	89
—Nonres. ...	0	0	846
Deposits ($) ..... (2 of 2 banks)	54,245	54,955	51,988
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh) ...	50,081	46,337	48,999
Constr. ($)—Res.	860	527	381
—Nonres. ...	380	1,220	207
Deposits ($) ..... (8 of 10 banks)	334,857	325,169	312,279
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh) ...	5,668	5,222	4,719
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
Deposits ($) ..... (2 of 2 banks)	17,603	19,046	15,780
SALIDA (1980 pop. 4,870)			
Electric Power (kwh) ...	1,605	1,432	1,494
Constr. ($)—Res.	0	0	59
—Nonres. ...	0	0	120
Deposits ($) ..... (2 of 2 banks)	36,994	38,560	31,537
STERLING (1980 pop. 11,385)			
Electric Power (kwh) ...	5,671	5,444	5,792
Constr. ($)—Res.	185	67	167
—Nonres. ...	43	212	19
Deposits ($) ..... (3 of 3 banks)	119,734	125,266	108,705
THORNTON (1980 pop. 40,343)			
Electric Power (kwh) ...	14,181	14,015	13,784
Constr. ($)—Res.	n.r.	n.r.	1,810
—Nonres. ...	n.r.	n.r.	0
Deposits ($) ..... (1 of 1 bank)	21,036	20,535	21,176
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh) ...	2,752	2,701	2,753
Constr. ($)—Res.	71	66	67
—Nonres. ...	15	0	0
Deposits ($) ..... (2 of 2 banks)	46,503	46,615r	40,972
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh) ...	1,332	1,263	1,013r
Constr. ($)—Res.	0	0	0
—Nonres. ...	0	0	0
Deposits ($) ..... (1 of 1 bank)	19,043	18,785r	17,442
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh) ...	18,829	18,194	17,893
Constr. ($)—Res.	2,427	1,883	3,842
—Nonres. ...	1,144	0	64
Deposits ($) ..... (2 of 2 banks)	80,187	81,782	72,390
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh) ...	21,207	21,193	18,753
Constr. ($)—Res.	264	480	235
—Nonres. ...	1,497	536	89
Deposits ($) ..... (2 of 2 banks)	63,445	64,423	54,611

[a]Construction figures are not available.

[b]Regional figures.

[c]Included in Colorado Springs regional construction figures.

[d]Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.

Construction figures are valuation of new residential and nonresidential construction only.

Deposit figures are total deposits in commercial banks as of last day of month.

n.r.—not reported

*—preliminary data

r—revised data

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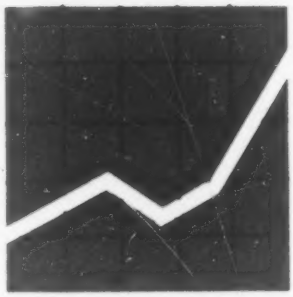

Colorado Business Review

BUSINESS RESEARCH DIVISION • GRADUATE SCHOOL OF BUSINESS ADMINISTRATION • UNIVERSITY OF COLORADO

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Volume LIV, Number 11, November 1981

1982 Will Be Census Users' Year

REID T. REYNOLDS

Reid T. Reynolds is the State Demographer in the Colorado Division of Local Government.

For the general public and the media, 1980 was census year. Someone in each of the nation's 80,376,609 households took time to fill out a questionnaire, and the press was full of information about the census. The Census Bureau estimates that over $40 million of free advertising was donated to promote the census. Additional publicity (of a less favorable nature) was generated by the numerous court suits which charged that the bureau's enumeration procedures were faulty.

Although most of the counting was done in April and May of 1980, the impending release of a large volume of census results will make 1982 Census Year for those who use the data.

By the end of 1980 the final count for each state had been released, resulting in the reassignment of 17 congressional seats, as some states grew more rapidly than others. Additional information has been trickling from the Census Bureau throughout 1981. We have learned that the nation reached a collective median age of 30, that households have shrunk to an average of only 2.75 persons (down from 3.11 in 1970), and that central cities as different as Buffalo and Denver have lost population since the last census.

DETAILED COLORADO DATA AVAILABLE

The trickle of census results for Colorado has recently turned to a flood with the release of the second computer tape with data for the state. (The first, released last spring for reapportionment, was limited in content to counts of the total population and major racial and ethnic groups, though it contained complete geographic detail.) The second tape, known as Summary Tape File-1a (STF-1a), contains the first detailed data about the composition of the state's population and its various subareas. This is the type of information that census data users have been waiting for.

STF-1a's 59 tables show detailed information on such characteristics as age, sex, race, Spanish origin, marital status, and household composition. In addition, the tape contains a wealth of information about dwelling units. (Although frequently thought of as a population census, our decennial census is properly called "The Census of Population and Housing.") Housing characteristics covered include tenure, occupancy status, number of rooms, value, rent, and presence of complete plumbing facilities. The contents of STF-1a are also available on microfiche and the same data, in less detail, are scheduled to appear soon in the Census Bureau's standard published reports.

The real value of STF-1a is not just that it gives us new information about the state's inhabitants (and the

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structures they inhabit), but that is contains comparable information for virtually all units of census geography in the state. (Census geography includes the familiar political divisions such as counties and incorporated places, as well as smaller units such as census tracts and enumeration districts. For the urban parts of the state some data will be available for each city block; the smallest unit for rural areas is the enumeration district, an area with an average population of roughly 800 to 1,000.)

THE ROLE OF CENSUS DATA IN DECISIONMAKING

As statistics play a larger role in a wide variety of planning and administrative decisions, one might think that census data, which have been collected since 1790, would be eclipsed by the instant polls which appear in the press and specialized studies which many organizations conduct. In fact, census data can play an important role augmenting other data sources. For a small investment an organization can acquire a great deal of information about its environment from the census. Widely publicized national trends tell us something about the national climate and careful analyses of an organization's internal records can reveal a wealth of information about its clientele. The judicious use of census data can bridge the gap between broad national statistics and a firm's own data. Once an organization's niche is defined in terms of a particular population segment (e.g., a particular age or ethnic group) and a location (e.g., the unincorporated territory surrounding a growing suburb), a new market can be targeted or an old one redefined with the aid of census data. Many firms follow demographic trends to track shifting markets. Similarly, decisions about where to locate a new facility often rest on a careful analysis of census results for particular tracks or blocks.

ACQUIRING THE DATA

The appropriate strategy for acquiring census data depends on an organization's needs and resources. Although generally inexpensive to use, gathering the data was expensive. The frequently cited price tag of $1 billion for the 1980 Census is probably an underestimate of what taxpayers have actually spent for the collection and dissemination of this information.

One of the least expensive ways to acquire census data is to wait until your local library acquires the published reports. A few dimes judiciously spent at the duplicating machine might yield as much valuable data as a costly market survey. For a relatively small organization the information gleaned through a few hours perusal of published tables may adequately describe its market and provide the data it needs for improved planning and decisionmaking. For those who don't have time to visit the library, a call to an organization in the State Data Center network could provide the information needed. (The State Data Center network is described below.)

The next step is to acquire a small census library of your own. Each report for the state will be available from the U.S. Government Printing Office for a few dollars. With a budget of under $100 a year a small business could acquire a substantial library of federal statistical publications with useful data about Colorado. (This should be supplemented with state statistical publications such as *Colorado Population Reports*, which are often available at no cost.) Organizations with microfiche readers may want to supplement their collections of published reports with easy to store but difficult to read fiche.

In addition to statistical publications, newsletters with information about the availability of demographic data such as the Census Bureau's *Data User News* and the State Data Center's *Colorado Data News* can be helpful. There is also *American Demographics*, a magazine designed for those who use census data but do not have the time or training to wade through more technical publications.

The ambitious user of census data will want more detail than is available from published reports and will be impatient with the delay between the release of computer tapes and published reports. Accessing this machine-readable data will tend to be more expensive than working with published reports, but many will find the payoff in timeliness and detail to be worth the added cost.

There are several different ways of accessing the machine-readable products. Many large businesses with their own computing facilities, programmers and analysts trained in the interpretation of demographic statistics have already placed orders with the Census Bureau in order to acquire tapes as soon as they become available.

Organizations without these facilities, or those with limited or very specialized data needs, will be seeking assistance from consulting firms which specialize in preparing census based reports tailored to a particular client's needs. As the market for demographic information has grown, a number of specialized firms such as Urban Decision Systems or National Planning Data have entered this field. DISCUS, a Denver-based firm offering these services, was founded by David Prince, Colorado's previous state demographer. Due to their large volume of census data processing, these firms can often offer a substantial amount of information at a remarkably low price. Firms like Urban Decision Systems can also display this information with state-of-the art computer-drawn color maps.

PUBLIC SECTOR TAPE PROCESSING FACILITIES

Before hiring a programmer and investing in a library of computer tapes or signing a contract with a consulting firm, Colorado businesses should know of the tape processing services available through the Colorado State Data Center. Two major components of this network have the capability to process census computer tape files and to extract specified data. The Business Research Division of the University of Colorado at Boulder, which has been selling printouts from the 1970 census tapes for the past ten years, will be acquiring all of the 1980 census tapes for Colorado and processing them on the University's computer. The Division of Local Government (DLG) will be offering the same service primarily to state agencies and local governments. The DLG will be using a special software package developed by the Census Bureau for processing census tapes, CENSPAC. CENSPAC has been specially

designed to access Census Bureau formatted tapes in an efficient manner and provides a number of data manipulation capabilities. Orders for extracts from standard tables on the tape will normally be filled in two days; orders requiring special programming will take longer. The DLG also has an automated mapping computer system enabling it to display census data on computer-drawn maps of census tracts and other geographic units.

MAPS CRUCIAL FOR SMALL AREA DATA ANALYSIS

For the data user who concentrates on data for states, counties, and municipalities in published reports there is little need to learn about census geography or to use the maps released with census results. For the small area data user, however, maps are essential.

The first map set released for the 1980 Census for Colorado contained 692 maps of 7 different types, numerous scales, and various degrees of legibility. Most of these maps show census boundaries superimposed on base maps prepared by the Colorado Department of Highways several years ago. The first maps were released in March 1980 along with the first computer tape to serve as the battleground of the reapportionment wars. A similar set of maps showing the boundaries of urbanized areas and certain other changes will be released shortly.

Selection of the appropriate maps has been greatly simplified, thanks to a map catalog and index maps prepared by the Cartographic Section of the Division of Local Government. Additional maps will be released next year to accompany census tract reports and the block statistics on microfiche.

THE STATE DATA CENTER NETWORK

The Business Research Division, the County Information Service, and University Libraries at Colorado State University have been working with the Division of Local Government for the past year to develop Colorado's State Data Center program. This program results from a cooperative arrangement between the State and the Bureau of the Census to further the dissemination of census data. Aside from the three major components of the center named above there are 41 Affiliate Data Centers throughout the state.

Major components maintain extensive collections of census publications for the state and contiguous states, professional staff trained in the interpretation of census data, and, in the case of the Business Research Division and the Division of Local Government, a census tape processing capability.

Affiliate Data Centers maintain less extensive collections of census publications and have staff responsible for data dissemination. All councils of government, most federal depository libraries, and several other organizations are Affiliate Data Centers.

As part of its data dissemination function the State Data Center publishes *Colorado Data News,* a quarterly newsletter containing information about the availability of census data for the state. The center also sponsors training sessions in the use of census data.

CONCLUSION

The release of 1980 census results gives planners and administrators in both the public and private sectors an opportunity to acquire a great deal of new information about the environment in which they work. The special value of the census is that detailed demographic and housing data are available for small units of geography coast to coast. Finally, census data are a real bargain for the data users who know where to find them and how to use them. The State Data Center has been established to help organizations in Colorado acquire this information inexpensively and use it wisely.

CENSUS DATA SOURCES

The following organizations provide a number of products and services employing census data:

Demographic Section
Colorado Division of Local Government
1313 Sherman St., Room 520
Denver, CO 80203
Contact: Irene Kalenova (303) 866-3120

Response to written and telephone information requests;
Subscription to *Colorado Population Reports* and *Colorado Data News* (free);
Printouts from census computer tapes ($25 minimum plus 25¢ per page);
Computer-drawn maps (price varies);
1980 Census Map catalog and index maps ($10).

Business Research Division
College of Business
Campus Box 420
University of Colorado at Boulder
Boulder, CO 80309
Contact: Gerry Allen (303) 492-8227

Response to written and telephone information requests;
Subscription to *Colorado Business Review* (free to Colorado residents);
Printouts from census computer tapes ($25 minimum plus 25¢ per page).

County Information Service
Department of Economics
Colorado State University
Fort Collins, CO 80523
Contact: Sue Anderson (303) 491-5706

Response to written and telephone information requests;
Subscription to *County Profiles*

University Libraries
Colorado State University
Fort Collins, CO 80523
Contact: Karen Fachan (303) 491-5911

Response to written and telephone information requests;
Specialist in census publications and government documents.

Regional Office
U.S. Bureau of the Census
575 Union Blvd.
P.O. Box 25207
Denver, CO 80225
Contact: Jerry O'Donnell (303) 234-5825

Response to written and telephone information requests;
Subscription to *Mountain/Plains Data News;*
Copies of census publications.

COLORADO BUSINESS INDICATORS
(Figures in Thousands Unless Otherwise Indicated)

	July 1981	June 1981	July 1980	Percent Change July 1981 from June 1981	Percent Change July 1981 from July 1980
Total Civilian Labor Force (by place of residence)[a]	1,499.8	1,502.6	1,477.8	−0.2	1.5
Unemployment	52.6	58.8	53.3	−10.5	−1.3
Unemployment Rate (percent)	3.5	3.9	3.6	—	—
Employment	1,447.2	1,443.8	1,424.5	0.2	1.6
Nonagricultural Wage and Salary	1,279.5	1,282.3	1,256.3	−0.2	1.9
Agricultural	51.5	48.2	52.2	6.9	−1.3
Self-employed, unpaid family and domestics	116.2	113.3	116.0	2.6	0.2
Total Nonagricultural Wage and Salary Employment (by place of work)[a]	1,273.7	1,270.1	1,253.4	0.3	1.6
Mining	38.1	37.6	35.8	1.3	6.4
Metallic Minerals	11.7	11.7	12.0	0.0	−2.5
Bituminous Coal, Lignite and Nonmetallic	5.8	5.9	6.0	−1.7	−3.3
Oil and Gas Extraction	20.5	20.0	17.7	2.5	15.8
Contract Construction	76.9	67.5	80.8	13.9	−4.8
Manufacturing	186.2	185.3	181.3	0.5	2.7
Lumber, Wood Products and Furniture	8.0	7.8	7.5	2.6	6.7
Stone, Clay, Glass and Concrete Products	11.5	11.3	11.6	1.8	−0.9
Primary and Fabricated Metals	19.5	19.8	19.1	−1.5	2.1
Machinery, Except Electrical	26.8	26.5	25.6	1.1	4.7
Electric and Electronic Equipment	14.8	14.9	15.2	−0.7	−2.6
Transportation Equipment	14.4	14.3	11.6	0.7	24.1
Other Durable Goods	26.7	26.5	26.6	0.8	0.4
Food and Kindred Products	24.4	23.9	24.5	2.1	−0.4
Textiles and Apparel	3.8	3.9	3.6	−2.6	5.6
Paper and Allied Products	2.2	2.2	2.2	0.0	0.0
Printing and Publishing	16.3	16.2	16.0	0.6	1.9
Chemicals and Allied Products	6.9	6.9	6.4	0.0	7.8
Other Nondurable Goods	11.0	11.2	11.6	−1.8	−5.2
Finance, Insurance and Real Estate	80.2	79.3	77.4	1.1	3.6
Banking	19.8	19.8	19.6	0.0	1.0
Credit Agencies Other than Banks	12.8	12.6	12.1	1.6	5.8
Insurance Carriers, Agents and Brokers	20.3	20.2	19.7	0.5	3.1
Real Estate and Combination Offices	21.4	21.0	21.0	1.9	1.9
Other Finance, Insurance and Real Estate	5.8	5.7	5.0	1.8	16.0
Transportation and Public Utilities	84.1	83.4	80.3	0.8	4.7
Railroad Transportation	7.8	7.8	7.7	0.0	1.3
Trucking and Warehousing	17.3	17.2	16.5	0.6	4.9
Air Transportation	13.9	13.6	13.7	2.2	1.5
Other Transportation	6.6	6.6	6.2	0.0	6.5
Communications, Electric, Gas and Sanitary Services	38.5	38.2	36.2	0.8	6.4
Trade	312.7	310.6	306.7	0.7	2.0
Wholesale Trade	76.7	76.6	74.7	0.1	2.7
Retail Trade	235.9	234.0	232.1	0.8	1.6
Services	265.1	264.2	257.5	0.3	3.0
Lodging and Combination Lodging/Eating Places	25.9	25.1	25.2	3.2	2.8
Personal Services	12.8	12.9	12.9	−0.8	−0.8
Business Services	47.5	47.2	45.5	0.6	4.4
Auto and Miscellaneous Repair Services	14.6	14.4	14.0	1.4	4.3
Amusements and Recreation	16.8	16.6	16.8	1.2	0.0
Health Services	66.7	66.5	65.3	0.3	2.1
Educational Services	8.3	9.0	8.2	−7.8	1.2
Membership Organizations	20.9	21.0	21.3	−0.5	−1.9
Services	51.6	51.3	48.3	0.6	6.8
Government	230.4	242.3	233.6	−4.9	−1.4
Federal	52.1	52.2	54.5	−0.2	−4.4
State	52.3	53.5	53.5	−2.2	−2.2
Local	126.0	136.6	125.6	−7.8	0.3

	July 1981	June 1981	July 1980	Percent Change July 1981 from June 1981	Percent Change July 1981 from July 1980
Average Weekly Hours					
Construction	36.9	35.8	37.9	3.1	−2.6
Manufacturing	39.5	39.6	39.4	−0.3	0.3
Nondurable Goods	38.7	38.7	39.4	0.0	−1.8
Durable Goods	40.0	40.1	39.4	−0.2	1.5
Average Weekly Earnings ($)					
Construction	424.72	397.74	403.26	6.8	5.3
Manufacturing	321.53	321.55	298.65	−0.0	7.7
Nondurable Goods	303.02	301.09	293.14	0.6	3.4
Durable Goods	332.80	333.23	301.80	−0.1	10.3
Initial Unemployment Claims (000)	11.6	13.5	15.2	−14.1	−23.7
Bankruptcies, All Types (number)	409	743	535	−45.0	−23.6
Total State Revenue ($000)	154,294	434,001	218,505	−64.4	−29.4
Total State Expenditures ($000)	188,881	380,537	230,101	−50.4	−17.9
Crude Oil Production (thous. bbls.)	2,568	2,318	2,524r	10.8	1.7
Dry Gas Production (mil. cu. ft.)	9,369	10,267	10,132r	−8.7	−7.5
Coal Production (thous. tons)	1,201.6	1,669.2	1,337.8r	−28.0	−10.2
New Oil and Gas Wells (number)	209	201	190	4.0	10.0
Natural Gas Used (bil. cu. ft.)	9.5	8.1	11.2	17.3	−15.2
Electrical Power Sales (mil. kwh)					
Residential	446.1	490.4	443.2r	−9.0	0.7
Nonresidential	1,238.3	975.7	1,212.1r	26.9	2.2
New Construction, 50 cities					
Residential permits (number)	765*	716*	1,154r	6.8	−33.7
Residential value ($000)	57,394*	42,711*	58,181r	34.4	−6.2
Nonresidential permits (number)	167*	124*	178r	34.7	−6.2
Nonresidential value ($000)	166,511*	54,699*	43,965r	204.4	278.7
Highway Contractor Payments ($000)	10,274	8,737	14,461	17.6	−29.0
Ordinary Life Insurance Sales ($000)	650,710	647,276	512,057r	0.5	27.1
Bank Deposits, 118 cities, 246 of 323 banks					
Total Deposits ($000,000)	12,516*	12,612r	11,339	−0.8	10.4
Savings and Loan Net New Savings ($000)	−28,800	−48,900	87,700r	—	—
National Park Visits—9 Areas (000)	1,287.6	899.9	1,189.9	43.1	8.2
Motor Vehicle Title Applications (000)	99.4	85.0	75.1	16.9	32.4
Highway Vehicle Traffic Counts at Border Stations (daily average)	56,049	48,457r	51,980	15.7	7.8
Air Passengers, Stapleton (000)[b]	2,309	2,078	1,909r	11.1	21.0
Air Freight and Air Express, Stapleton (thous. lbs.)	27,023	27,356	22,998	−1.2	17.5
Prices Received by Farmers ($)					
Beef Cattle (per cwt)	65.80	66.80r	68.80	−1.5	−4.4
Lambs (per cwt)	64.00	67.30r	69.70	−4.9	−8.2
Wheat (per bu.)	3.47	3.53r	3.41	−1.7	1.8
Corn (per bu.)	3.12	3.47r	2.75	−10.1	13.5
Potatoes (per cwt)	n.a.	n.a.	n.a.	—	—
Wool (per lb.)	1.00	1.00	.89	0.0	12.4

NOTES: An asterisk (*) indicates preliminary data subject to revision. Revised data are marked (r).
n.r.—not reported.

[a]Employment figures have been updated to a March 1980 benchmark and are arranged by 1972 Standard Industrial Classifications (SIC). Previously reported data were on a March 1979 benchmark. Thus, these data are not comparable to that published prior.

[b]Includes scheduled airlines, commuter airlines and charter passengers.

Employment, Hours, and Earnings data from Colorado Department of Labor and Employment.

Bankruptcies from the Office of the Federal Referee in Bankruptcy.

State Revenue and Expenditures from the State Controller's Office.

Crude Oil Production, Dry Gas Production and New Oil and Gas Wells from the Oil and Gas Conservation Commission.

Coal Production from Colorado State Coal Mine Inspection Department.

Natural Gas Used from Colorado Interstate Gas Company.

Electrical Power Sales from individual companies.

New Construction from individual cities.

Highway Contractor Payments from the Colorado Highway Department.

Life Insurance Sales from the Life Insurance Marketing and Research Association, Inc.

Bank Deposits from individual banks.

Savings and Loan Net New Savings from Federal Home Loan Bank of Topeka.

National Park Visits from individual areas.

Highway Traffic counts from Colorado Highway Department.

Air Passengers, Freight, and Express from Stapleton International Airport Business Office.

Prices Received by Farmers from U.S. Department of Agriculture.

LOCAL BUSINESS CONDITIONS
(All Figures in Thousands)

	July 1981	June 1981	July 1980
ALAMOSA (1980 pop. 6,830)			
Electric Power (kwh)	2,865	2,300	3,609
Constr. ($)—Res.	0	0	1,370
—Nonres.	32	0	10
Deposits ($) (2 of 2 banks)	44,530	45,463	40,326
ARVADA (1980 pop. 84,576)			
Electric Power (kwh)	26,403	25,564	25,895
Constr. ($)—Res.	1,040	996	2,530
—Nonres.	108	166	354
Deposits ($) (3 of 6 banks)	75,177	78,508	72,706
ASPEN (1980 pop. 3,678)			
Electric Power (kwh)	3,771	2,048	2,196
Constr. ($)—Res.	1,640	529	3,690
—Nonres.	0	0	250
Deposits ($) (1 of 3 banks)	38,325	38,753	38,519
AURORA (1980 pop. 158,588)			
Electric Power (kwh)	77,431	70,685	75,010
Constr. ($)—Res.	17,849	6,741	7,175
—Nonres.	8,657	3,534	3,175
Deposits ($) (4 of 10 banks)	88,711*	127,606	107,643
BOULDER (1980 pop. 76,685)			
Electric Power (kwh)	52,434	49,398	50,883
Constr. ($)—Res.	2,872	1,747	5,694
—Nonres.	4,535	2,627	1,036
Deposits ($) (7 of 8 banks)	410,514	413,640	386,924
BRIGHTON (1980 pop. 12,773)			
Electric Power (kwh)	4,529	4,365	4,625
Constr. ($)—Res.	76	303	295
—Nonres.	0	0	0
Deposits ($) (2 of 2 banks)	52,081	50,698	47,177
BROOMFIELD (1980 pop. 20,730)			
Electric Power (kwh)	9,686	9,441	9,135
Constr. ($)—Res.	182	299	613
—Nonres.	0	0	0
Deposits ($) (2 of 2 banks)	44,445	45,426	40,904
BRUSH (1980 pop. 4,082)[a]			
Electric Power (kwh)	1,877	1,762	2,056
Deposits ($) (2 of 2 banks)	46,490	47,198	48,411
CANON CITY (1980 pop. 13,037)			
Electric Power (kwh)	n.r.	22,304	23,718
Constr. ($)—Res.	88	61	149
—Nonres.	35	70	0
Deposits ($) (3 of 3 banks)	90,643	88,069	79,192
COLORADO SPRINGS (1980 pop. 215,150)			
Electric Power (kwh)	165,752	157,078	159,747
Constr. ($)—Res.[b]	11,532	10,077	7,548
—Nonres.	22,527	10,541	7,804
Deposits ($) (15 of 18 banks)	729,356*	804,930	750,569
COMMERCE CITY (1980 pop. 16,234)			
Electric Power (kwh)	23,658	26,598	17,479
Constr. ($)—Res.	172	0	279
—Nonres.	308	2,159	1,369
Deposits ($) (1 of 1 banks)	25,871	25,441	23,758
CORTEZ (1980 pop. 7,095)			
Electric Power (kwh)	3,506	3,070	2,999
Constr. ($)—Res.	231	262	478
—Nonres.	30	127	10
Deposits ($) (2 of 3 banks)	49,733	50,662	48,594

	July 1981	June 1981	July 1980
CRAIG (1980 pop. 8,133)			
Electric Power (kwh)	4,546	4,518	4,239
Constr. ($)—Res.	52	43	148
—Nonres.	230	0	0
Deposits ($) (2 of 2 banks)	72,538	64,219	56,524
DENVER (1980 pop. 491,396)			
Electric Power (kwh)	332,107	314,890	332,754
Constr. ($)—Res.	8,033	3,208	2,734
—Nonres.	87,664	11,845	14,218
Deposits ($) (31 of 35 banks)	5,858,506	5,864,300	5,031,974
DURANGO (1980 pop. 11,426			
Electric Power (kwh)	5,652	5,772	6,408
Constr. ($)—Res.	0	49	122
—Nonres.	4,517	191	15
Deposits ($) (3 of 3 banks)	106,885	106,397	93,641
ENGLEWOOD (1980 pop. 30,021)			
Electric Power (kwh)	20,445	19,124	21,346
Constr. ($)—Res.	276	91	127
—Nonres.	69	11	624
Deposits ($) (5 of 8 banks)	314,352	315,791	276,625
ESTES PARK (1980 pop. 2,703)			
Electric Power (kwh)	4,367	4,329	4,128
Constr. ($)—Res.	350	80	227
—Nonres.	0	68	0
Deposits ($) (2 of 2 banks)	34,679	33,751	33,110
FORT COLLINS (1980 pop. 64,632)			
Electric Power (kwh)	37,442	33,929	36,578
Constr. ($)—Res.	1,427	1,280	4,684
—Nonres.	925	636	2,017
Deposits ($) (8 of 8 banks)	348,244	345,019	330,290
FORT MORGAN (1980 pop. 8,768)			
Electric Power (kwh)	7,338	6,652	7,458
Constr. ($)—Res.	97	55	n.r.
—Nonres.	22	280	n.r.
Deposits ($) (2 of 2 banks)	81,743	79,321	75,356
GLENWOOD SPRINGS (1980 pop. 4,637)			
Electric Power (kwh)	4,406	4,156	4,180
Constr. ($)—Res.	268	1,078	478
—Nonres.	209	0	402
Deposits ($) (2 of 3 banks)	97,626	94,372	86,705
GOLDEN (1980 pop. 12,237)			
Electric Power (kwh)	5,643	5,616	5,842
Constr. ($)—Res.	501	328	574
—Nonres.	166	0	45
Deposits ($) (2 of 3 banks)	114,699	112,410	102,649
GRAND JUNCTION (1980 pop. 28,144)			
Electric Power (kwh)	20,307	17,874	19,341
Constr. ($)—Res.	692	911	1,078
—Nonres.	4,331	7,557	716
Deposits ($) (5 of 5 banks)	323,246	329,186	278,008
GREELEY (1980 pop. 53,006)			
Electric Power (kwh)	23,378	21,132	22,976
Constr. ($)—Res.	362	490	1,064
—Nonres.	1,618	386	775
Deposits ($) (7 of 8 banks)	361,466	353,367	357,108
GUNNISON (1980 pop. 5,785)			
Electric Power (kwh)	3,001	2,916	2,937
Constr. ($)—Res.	42	66	0
—Nonres.	0	0	0
Deposits ($) (2 of 2 banks)	40,241	39,429	37,288

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LOCAL BUSINESS CONDITIONS—Continued

	July 1981	June 1981	July 1980
LA JUNTA (1980 pop. 8,338)			
Electric Power (kwh)	5,869	5,436	4,831
Constr. ($)—Res.	228	160	0
—Nonres.	34	0	0
Deposits ($) (2 of 2 banks)	42,001	42,088	36,843
LAKEWOOD (1980 pop. 112,848)			
Electric Power (kwh)	54,252	49,067	53,998
Constr. ($)—Res.	2,351	5,778	3,595
—Nonres.	18,238	7,933	8,826
Deposits ($) (6 of 8 banks)	372,350	372,381r	362,164
LAMAR (1980 pop. 7,713)			
Electric Power (kwh)	8,271	5,921	8,044
Constr. ($)—Res.	36	30	1,441
—Nonres.	3,555	116	65
Deposits ($) (2 of 2 banks)	57,631	56,344	47,966
LITTLETON (1980 pop. 28,631)			
Electric Power (kwh)	16,913	16,383	16,994
Constr. ($)—Res.	2,070	1,070	1,779
—Nonres.	3,912	128	0
Deposits ($) (3 of 4 banks)	95,819*	100,418*	155,625
LONGMONT (1980 pop. 42,942)			
Electric Power (kwh)		18,695	23,182
Constr. ($)—Res.	660	637	1,276
—Nonres.	0	0	0
Deposits ($) (5 of 5 banks)	157,339	159,317	149,436
LOVELAND (1980 pop. 30,244)			
Electric Power (kwh)	16,315	15,098	17,450
Constr. ($)—Res.	486	559	922
—Nonres.	46	955	212
Deposits ($) (4 of 4 banks)	116,321	115,645	115,859
MANITOU SPRINGS (1980 pop. 4,475)[c]			
Electric Power (kwh)	1,551	1,350	1,425
Deposits ($) (1 of 1 banks)	11,042	10,544	10,461
MONTROSE (1980 pop. 8,722)[d]			
Constr. ($)—Res.	158	57	253
—Nonres.	0	1,700	67
Deposits ($) (2 of 3 banks)	84,494	83,554	73,998
NORTHGLENN (1980 pop. 29, 847)			
Electric Power (kwh)	11,490	10,356	10,816
Constr. ($)—Res.	90	1,816	138
—Nonres.	0	0	451
Deposits ($) (2 of 2 banks)	54,465	54,245	52,179
PUEBLO (1980 pop. 101,686)			
Electric Power (kwh)	55,449	50,081	57,940
Constr. ($)—Res.	762	860	509
—Nonres.	120	380	609
Deposits ($) (8 of 10 banks)	330,278	334,857	326,408
ROCKY FORD (1980 pop. 4,804)			
Electric Power (kwh)	6,692	5,668	6,093
Constr. ($)—Res.	0	0	0
—Nonres.	0	0	0
Deposits ($) (2 of 2 banks)	17,812	17,603	15,794
SALIDA (1980 pop. 4,870)			
Electric Power (kwh)	1,558	1,605	1,430
Constr. ($)—Res.	82	0	0
—Nonres.	0	0	0
Deposits ($) (2 of 2 banks)	38,370	36,994	32,621
STERLING (1980 pop. 11,385)			
Electric Power (kwh)	6,314	5,671	6,622
Constr. ($)—Res.	0	185	36
—Nonres.	3,095	43	47
Deposits ($) (3 of 3 banks)	121,565	119,734	114,903
THORNTON (1980 pop. 40,343)			
Electric Power (kwh)	14,370	14,181	15,151
Constr. ($)—Res.	n.r.	n.r.	4,232
—Nonres.	n.r.	n.r.	0
Deposits ($) (1 of 1 bank)	21,494	21,036	19,475
TRINIDAD (1980 pop. 9,663)			
Electric Power (kwh)	2,903	2,752	2,876
Constr. ($)—Res.	221	71	45
—Nonres.	0	15	0
Deposits ($) (2 of 2 banks)	48,729	46,503	40,918
WALSENBURG (1980 pop. 3,945)			
Electric Power (kwh)	1,332	1,263r	1,176r
Constr. ($)—Res.	25	0	26
—Nonres.	0	0	0
Deposits ($) (1 of 1 bank)	19,698	19,043	17,706
WESTMINSTER (1980 pop. 50,211)			
Electric Power (kwh)	18,771	18,829	19,020
Constr. ($)—Res.	900	2,427	1,657
—Nonres.	266	1,144	365
Deposits ($) (2 of 2 banks)	81,144	80,187	71,468
WHEAT RIDGE (1980 pop. 30,293)			
Electric Power (kwh)	16,543	21,207	23,178
Constr ($)—Res.	476	264	211
—Nonres.	1,265	1,497	244
Deposits ($) (2 of 2 banks)	61,698	63,445	54,036

[a]Construction figures are not available.
[b]Regional figures.
[c]Included in Colorado Springs regional construction figures.
[d]Electric Power consumption figures are not available.

NOTES: Population figures are 1980 census counts.
Construction figures are valuation of new residential and nonresidential construction only.
Deposit figures are total deposits in commercial banks as of last day of month.
n.r.—not reported
*—preliminary data
r—revised data.